

Economic Development Goal Setting Study

Marion County, Florida
2011



POLICOM
CORPORATION

Economic Development Goal Setting Study

Marion County, Florida

Prepared for the

*Ocala Marion County
Economic Development Corporation*

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Prepared by

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Purpose of this study.

In 2002, POLICOM created an *Economic Development Goal Setting Study for Marion County*. The study examined the existing condition of the economy, projected the condition of the economy, and established a reasonable, achievable goal for the area. To achieve the goal, annual milestones for the creation of new, primary jobs were created from 2003 to the year 2023.

Through “Annual Performance Evaluations,” it was determined the area had cumulatively achieved both the annual new primary jobs milestones and the wage level for the new jobs from 2003 to 2006, creating almost 2,300 new primary jobs.

However, as a result of the national recession and the collapse of the home building industry, the Marion County economy has declined significantly. The area was not able to achieve the annual milestone in 2007 and in 2008 and 2009 had a significant loss of primary jobs.

The annual job creation milestones created in 2002 did not anticipate a collapse of the national economy. Since the national recession is likely to continue for several years, it is not reasonable Marion County will be able to achieve the milestones created in 2002. It is therefore appropriate to create new annual milestones based upon the anticipated weak economic condition of the nation as a whole.

This study re-examines the condition of the Marion County economy and makes economic projections to 2025.

After preparing the projections, POLICOM has recreated an achievable economic goal by increasing employment and earnings. To reach the goal, POLICOM has created a new set of annual primary job milestones, beginning in 2012 and each year through 2025.

If the annual milestones are achieved, the size and quality of the economy will improve much better than it is projected to do so.

This study is ancillary to the *Historical - Comparative Economic Analysis for Marion County* created by POLICOM in May of 2011. The “Analysis” details the history and components of the economy, determines the level of the economy, and compares Marion County’s growth for more than 80 economic elements for five time periods to the nation, state, and the 366 metropolitan areas. For more comprehensive information and data regarding the economy of Marion County, please refer to this study which is available from the Ocala Marion County Economic Development Corporation.

Databases.

Three economic databases have been used to create this study. They include:

- 1) Regional Economic Information System maintained by the Bureau of Economic Analysis, U.S. Department of Commerce. It is composed of “source data” which has been taken from the administrative records of numerous government agencies as opposed to monthly surveys and polls. It is the most accurate data published by the Federal government. The most recent year for which data is available is 2009.
- 2) “Covered Workers Data” or “ES-202 data published by the Bureau of Labor Statistics, U.S. Department of Labor. The source of this data is the quarterly UCT filings by our nation’s employers and includes data for wage and salaried workers, but not proprietors and most farm enterprises. This set provides data to the five-digit NAICS code level, pending suppression. The most recent year for which data is available is 2009.
- 3) “Monthly Employment Survey” published by the Bureau of Labor Statistics. This is the least accurate data set but the most current, as data is available as recent as two months from the point of study. The most recent data available is for April – 2011.

Additional sources will be footnoted.

Terms.

Unless otherwise noted the following shall mean:

Earnings: The total amount of wages and salaries paid to all full and part-time workers, the profits of proprietors, and “other labor income,” which includes employer’s contribution to private retirement programs.

Employment: The total number of full and part-time wage and salaried workers and the number of proprietors.

Wages: The annual earnings per worker, which is derived by dividing the total earnings by total employment.

Economic Overview.

Marion County, Florida, also known as the Ocala Metropolitan Statistical Area, has a population (328,547) greater than 219 of the 366 metropolitan areas in the United States.

For the twenty years from 1990 to 2009, Marion County grew in population, jobs, and worker earnings at a very fast rate. The chart shows the average annual growth rate and the ranking among the 366 metropolitan areas for two ten-year periods.¹

Marion County, FL Growth Ranking 366 Metropolitan Areas	Ten Years 1990 - 1999		Ten Years 2000 - 2009	
	<u>AAI</u>	<u>Rank</u>	<u>AAI</u>	<u>Rank</u>
Population	3.1%	24	2.6%	27
Employment	3.3%	47	2.0%	43
Earnings	7.2%	58	4.3%	140
Annual Wage Growth	3.8%	147	2.3%	328
Number of NF Proprietors	4.1%	59	4.7%	71
Per Capita Personal Income	3.9%	291	3.6%	180
Per Capita Government Transfers	5.4%	191	6.7%	261

The chart below compares the actual amounts between 2009 and 1989. In 1989 the area ranked 182nd in population among the 366 areas, but by 2009 it ranked 147th. Note how the area wage has consistently been one of the lowest among the metropolitan areas.

Marion County, FL Actual Amount 366 Metropolitan Areas	<u>2009</u>	<u>Rank</u>	<u>1989</u>	<u>Rank</u>
	Population	328,547	147	187,560
Annual Wages	34,144	357	18,759	344
Per Capita Personal Income	31,097	299	14,885	269
Per Capita Government Transfers	9,160	19	2,851	24
Per Capita Medicare	2,407	15	540	21
Per Capita Retire Trans	4,013	5	1,682	8
Per Capita Welfare - Actual	735	137	160,562	217
Per Capita Medicaid	839	182	26,777	242

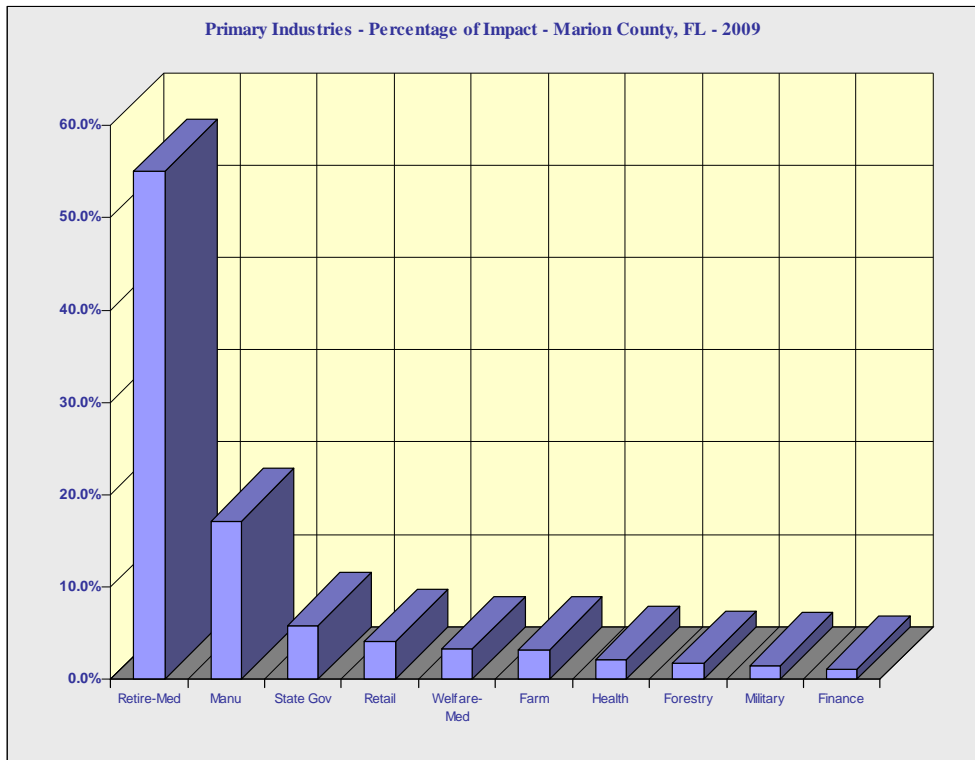
Per Capita Medicare and Per Capita Retirement Transfers (Social Security) have always been very high as a result of an extremely high number of retirement aged individuals living in the area.

¹ Please see Section 3 of the Historical - Comparative Economic Analysis for all comparative rankings.

Primary industries are those which import money into the economy. A business which is “primary” in nature sells its good or services outside the area, thus importing money to the area.

Government, state and federal, along with entitlements can be primary in nature if the amount of money flowing into an area exceeds the amount extracted by way of taxation.

The graph shows the percentage of impact of the various primary industries in Marion County.



In 2009 “Retirement – Medicare” entitlements accounted for 55% of the imported money to the county with manufacturing being the 2nd largest contributor at 17%.

Economic Strength.

Annually POLICOM Corporation ranks all of the Metropolitan and Micropolitan areas in the United States for “economic strength” which is the long term tendency for an area to consistently grow in size and quality.

The following are the ten strongest and ten weakest metropolitan area economies based upon the 2011 rankings:²

2011 Ten Strongest among 366 Metropolitan Areas	2011 Ten Weakest - 366 Metropolitan Areas
1 Washington-Arlington, VA	366 Danville, IL
2 Salt Lake City, UT	365 Anderson, IN
3 Seattle-Tacoma-Bellevue, WA	364 Danville, VA
4 Austin-Round Rock-San Marcos, TX	363 Mansfield, OH
5 Houston-Sugar Land-Baytown, TX	362 Springfield, OH
6 Des Moines-West Des Moines, IA	361 Steubenville-Weirton, OH-WV
7 Olympia, WA	360 Muncie, IN
8 Nashville, TN	359 Bay City, MI
9 Denver-Aurora-Broomfield, CO	358 Muskegon-Norton Shores, MI
10 Sioux Falls, SD	357 Flint, MI

In 2011 Marion County was ranked 274th among the 366 metropolitan areas for “economic strength” by POLICOM.

Ocala, FL Metroplitan Area - Economic Strength Rankings

2004	2005	2006	2007	2008	2009	2010	2011
138	153	143	150	168	191	236	274

Marion County has recently declined in ranking as a result of the national collapse of the housing industry.

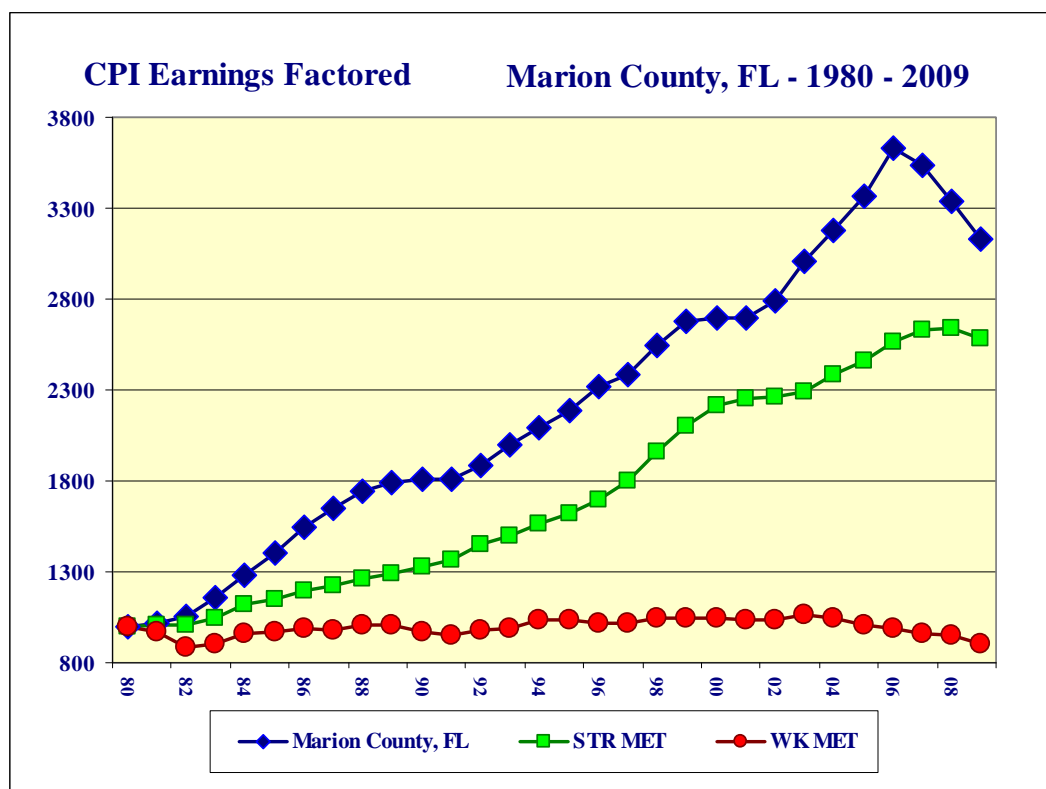
² For an explanation of “economic strength,” methodology, and the rankings for all areas go to: www.policom.com.

Growth in Size and Quality.

For the past thirty years, Marion County has grown in size at rate much faster than the nation and a vast majority of the metropolitan areas in the United States.

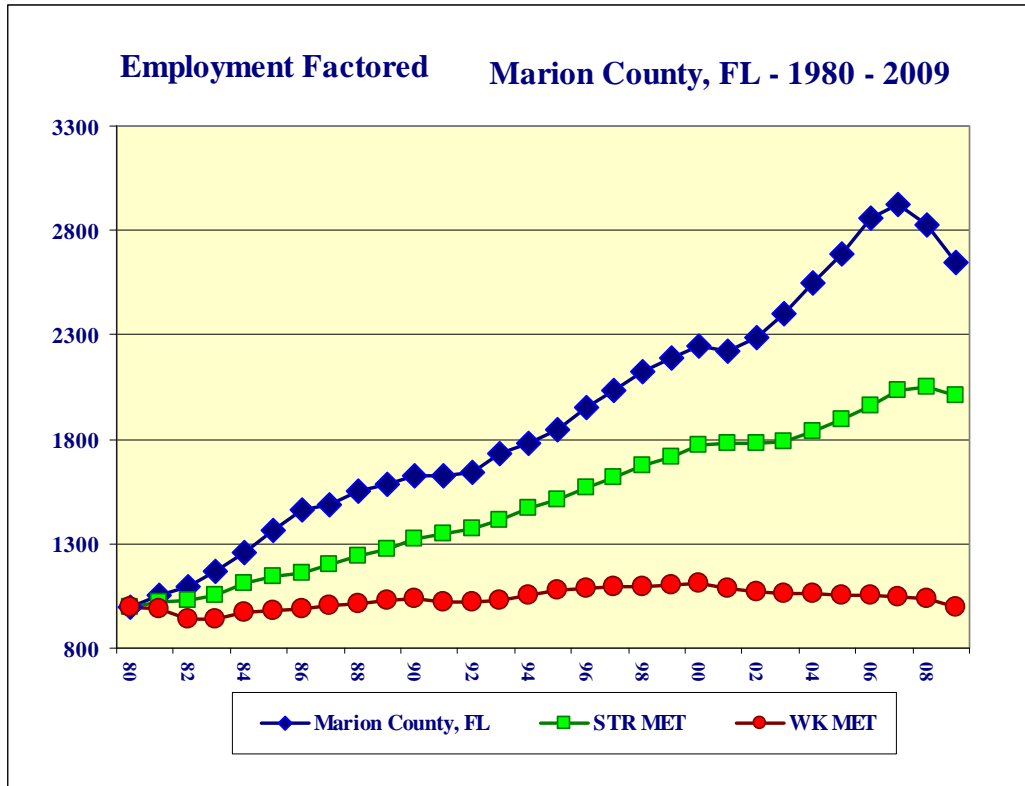
Its growth rate in size, as measured by employment and worker earnings, has been greater than or comparable to the strongest metropolitan areas in the United States.³ The growth in total employment and inflation adjusted worker earnings far exceed a vast majority of the economies in the country.

Each is compared to the ten strongest and ten weakest metropolitan area economies on the following graphs:⁴



³ To visually compare the growth of the economy of the area to the rest of the nation, much of the data is “factored.” This simply means the data for all the areas is statistically brought to a common denominator for direct visual comparison. All areas can be compared, apples to apples, on the same graph.

⁴ For a more comprehensive review of the growth in size and quality of the Marion County economy, please see Section 2 of the Historical – Comparative Economic Analysis.



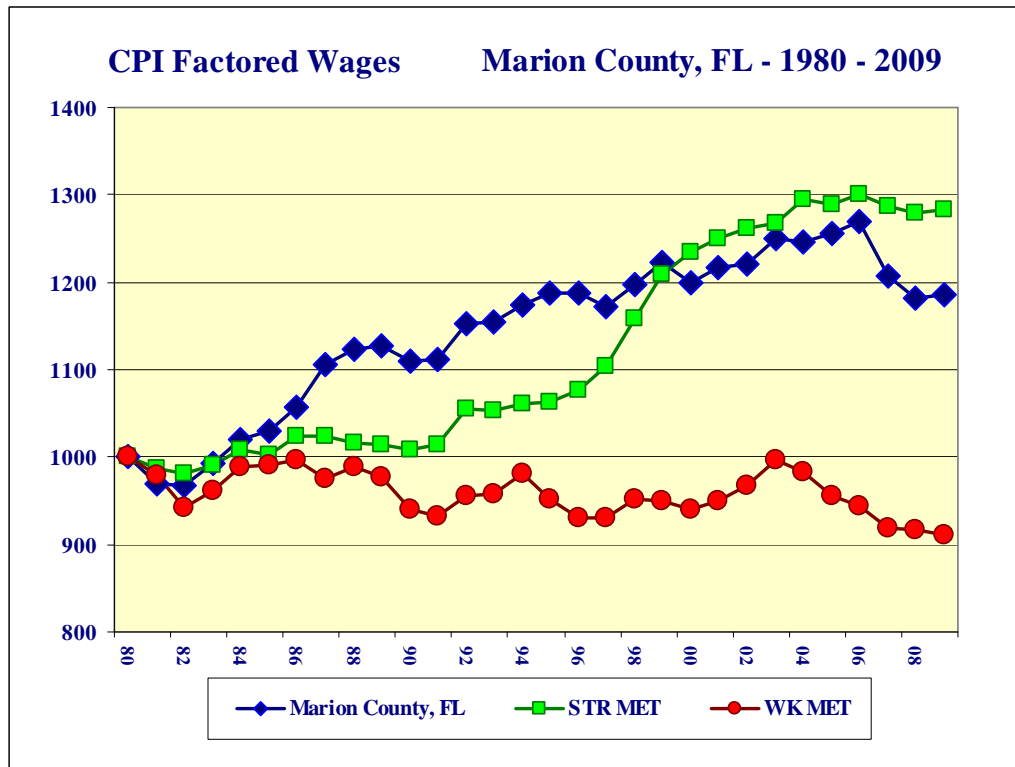
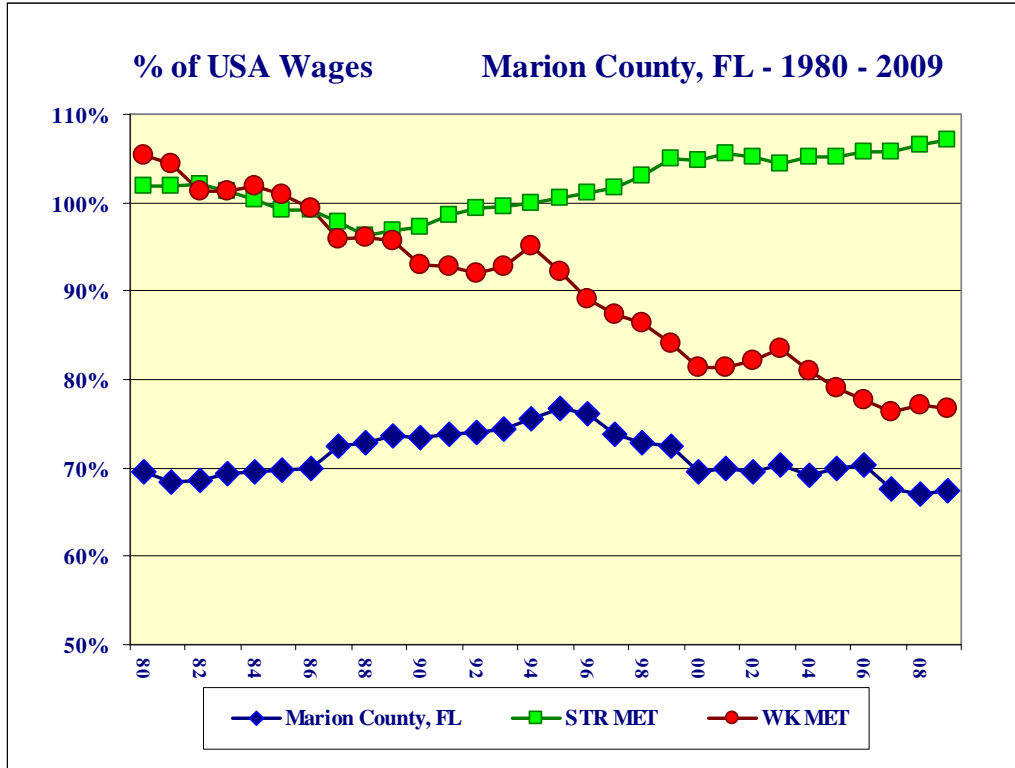
As you can see, Marion County grew in size at a rate faster than the ten strongest areas until 2008 when it began to decline rapidly.

While the growth in the size of the economy has been very brisk, the growth in the “quality” of the economy has not been as impressive.

One of the best means to measure the “quality” of a local economy is to examine the growth in the Annual Earnings per Worker (Wages). The annual earnings by people in an area, and respective growth, establish the level of their “standard of living.” How much money they earn each year determines the quality of their housing, the food they eat, the amount of taxes they can pay, and the size of their savings or retirement account.

As previously noted, the Marion County average wage in 2009 was 34,114. It ranked 357th among the 366 metropolitan areas. The county improved in relative quality, wages, during the 1980’s and early 1990’s, but has shown little improvement since.

The following graphs compare the Marion County wage to the ten strongest and weakest metropolitan areas.



As a percentage of the USA average wage, Marion County improved from 1980 to 1996 when it began to decline.

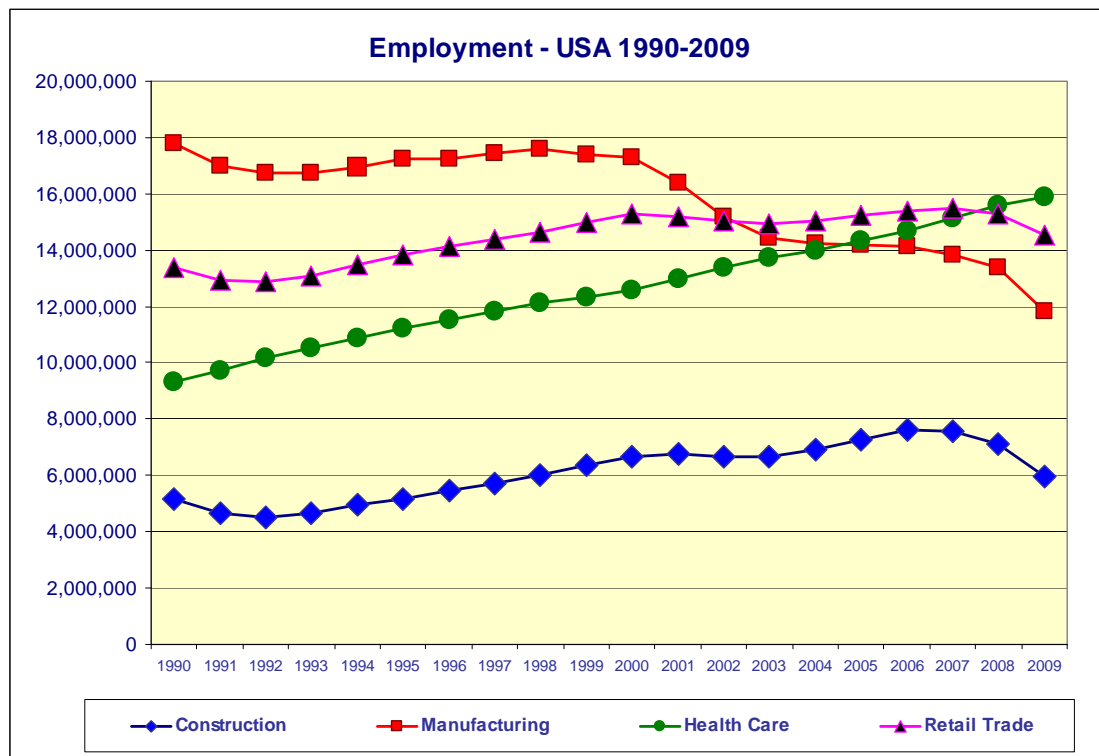
The CPI Factored Wage is a measure of the growth of quality relative to the county itself. 1980 is the basis year, the starting point. The overall quality of the economy improved rapidly from 1980 to 1996 at which point it stalled. It declined beginning in 2007.

The “retirement industry” promulgates the formation of jobs in the service and retail sectors. Typically, these are some of the lowest paying sectors which accounts for the extremely low average wage in Marion County.

Overall, the county has grown rapidly over the last 30 years while the area needs improvement in its quality.

Current Situation.

In 2009, the recession which began in 2008 deepened in the United States. During 2009, the nation lost 5.5% of its private sector jobs, more than 6.2 million. The greatest percentage decline occurred in construction (-16.5%). The nation lost more than 1.1 million jobs in this industry. This was the direct result of the collapse of the housing industry.



The greatest actual loss of jobs was in the manufacturing sector which declined by 1.57 million. The loss of jobs was “across the board” in manufacturing. Among the eighty-five “four digit” industrial sub-sectors for manufacturing, all but two declined in employment in 2009.

From 2000 through 2009, the nation lost 5.5 million manufacturing jobs.

The only industrial sector which had steady job growth over the last ten years was the health care industry which was fueled by increases in Medicare and Medicaid.

Florida lost more than 7% of its private sector jobs in 2009, dropping more than 470,000 positions. While most of the job loss can be attributed to the volatile decline in the new home construction industry, every industrial sector except Healthcare and Private Education lost workers. The state lost 118,000 construction jobs in 2009.

Employment in manufacturing in Florida in 2009 declined by 12.7%.

In 2009 Marion County had double digit losses in ten of the nineteen industrial sectors. The county lost 10.7% of its private sector jobs in 2009. As expected, the county lost a large number of construction jobs due to the rapid decline in the new home industry. This decline is expected to continue. Employment in construction is now below the 2001 level of 8,400 jobs.

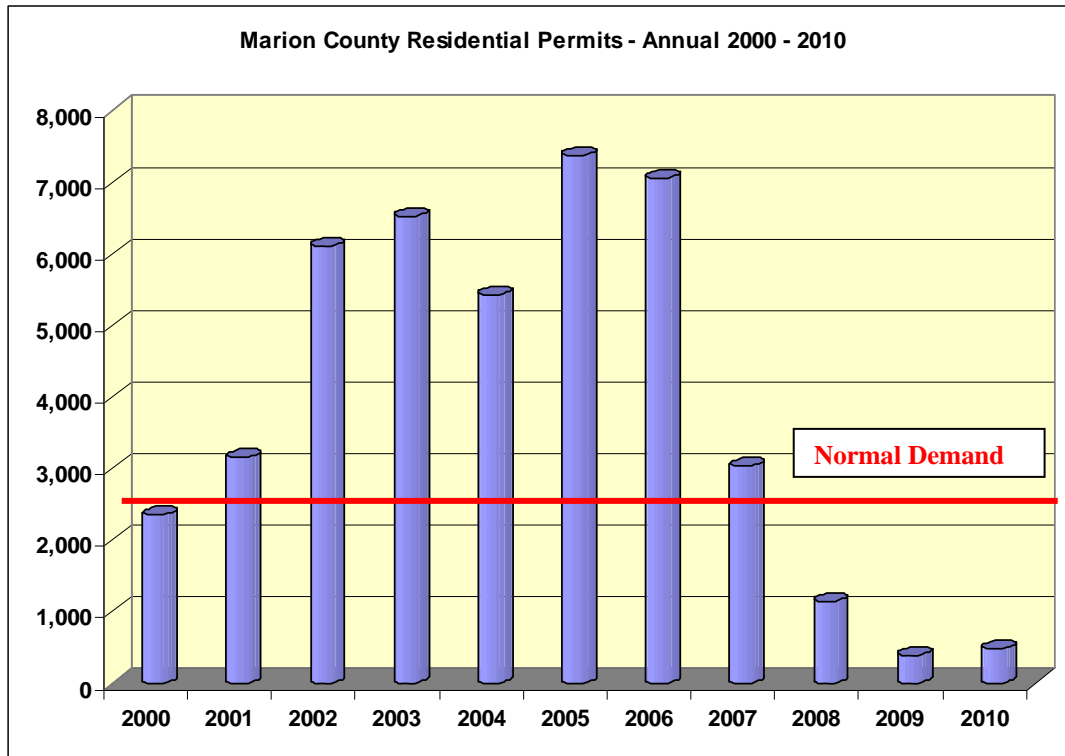
The second greatest loss of jobs was in manufacturing, dropping by 1,722. Most of the decline in Marion County's manufacturing sector can be attributed to the national decline in home construction.

Marion County had a net loss of 2,235 primary jobs in 2009. Most of the loss occurred in manufacturing principally in the construction materials sub-sector. Also, there was a loss of primary jobs in wholesale trade, finance, and transportation.

Nationally the recession began in 2008. However, in Marion County the decline started in 2007 which coincided with the crash of the new home construction industry.

Many counties in Florida participated in the "anomalous" new home construction craze (2002-2007) which was driven by the availability of inexpensive, unregulated lending. New home construction in Marion County far exceeded normal market demand beginning in 2001.

The following graph shows the residential building permits issued in Marion County from 2000 through 2010.⁵



Typically approximately 2,500 new home permits were issued per year in Marion County - representing normal market absorption.

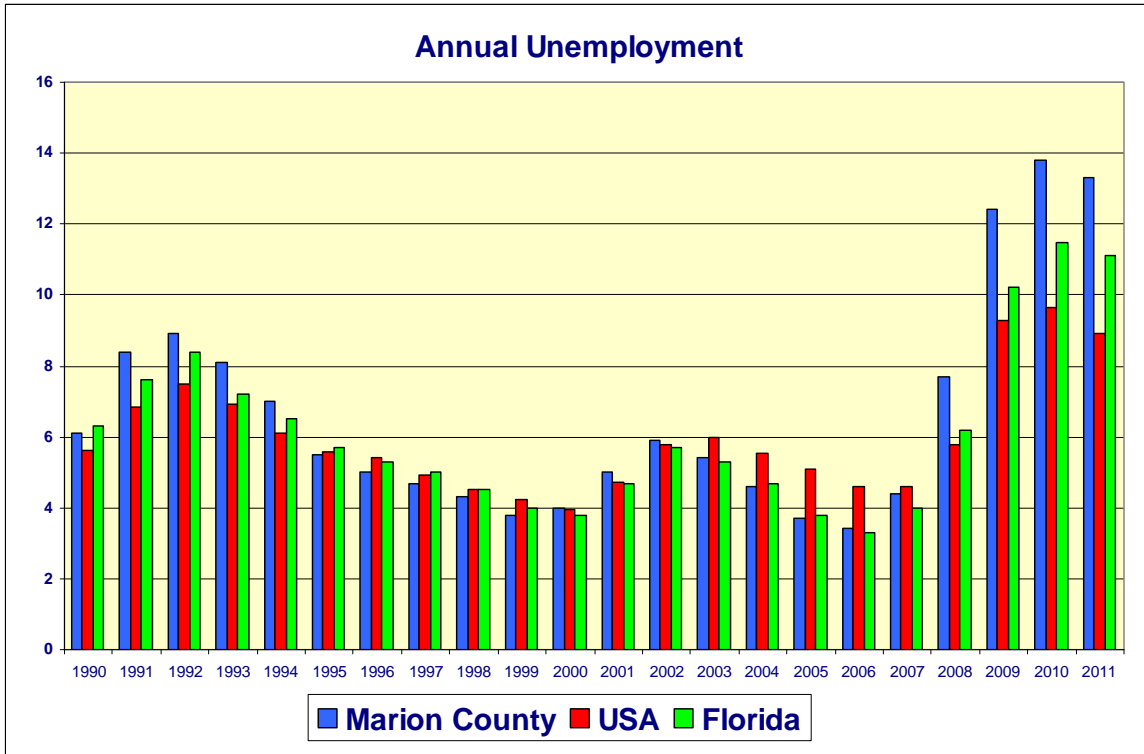
However, beginning in 2001 through 2007, more than 19,000 permits were issued in excess of normal demand.

In 2001 there were approximately 8,400 people employed in construction. Jobs in construction swelled to 15,500 in 2006. Beginning in 2008 new home construction starts became a fraction of the normal marketplace. For the first four months of 2011, only 119 permits have been issued, fewer than in 2010 for the same time period.

Additionally, employment in manufacturing fell by more than 3,000 jobs from 2006 through 2009. Most of the manufacturing jobs lost were related to companies which manufactured products for the new home industry. As demand for their products declined, the workforce was reduced.

⁵ Bureau of Census, US Department of Commerce.

As a result, unemployment has grown to record levels in Marion County. While typically having lower unemployment than the nation, Marion County’s unemployment soared to almost 14% in 2010. It is several percentage points higher than the USA.



Overall, the Marion County economy felt the full brunt of the national recession. Like virtually every Florida county, the construction industry collapsed as a result of overbuilding. However, the area suffered a double blow as many of its manufacturers were making products for the national construction market. As a result, employment dropped rapidly in two major sectors in the county, pulling down the overall economy.

Economic Projections.

It is against this economic backdrop an “economic goal” will be created. The goal will be to increase the size and the quality of the Marion County economy as much as reasonably possible through a diligent effort by the community.

The first step in the process is to create “economic projections.” The economic projections will be the foundation upon which the goal is built. The projections represent what will likely happen if the economy is left to chance, if nothing is done by the community to change its future.

Projections have been created for each industrial sector from 2012 to 2025. The estimated number of new jobs, total worker earnings, and annual wages for each sector have been estimated for each year.

In order to create the projections, the current condition of the national economy, the Florida economy, and the Marion County economy along with the long-term trends for each industrial sector were considered. Additionally:

1. The national economy will not likely begin to recover until 2013. The Florida economy will not likely begin to recover until 2014. All private industrial sectors will be affected except health care.
2. The wealth producing manufacturing sector of the national economy will continue a slow decline until 2013, and then it will begin to gradually improve.
3. The national construction industry will not begin to improve significantly until 2014. The Florida construction industry will not begin to improve until 2015. The Marion County construction industry will likely not return to a normal market level until 2016 or 2017.
4. The percentage of retirement age individuals locating to Florida over the next 10-20 years will be lower than the previous 20 years, as more states in the south and west are attracting these individuals. Additionally, a large number of Floridians are retiring outside the state of Florida.

Since source data is available only to 2009, data for 2010 and 2011 was estimated based upon trends reflected in the “Monthly Employment Survey” published by the Bureau of Labor Statistics.

Creating the Goal.

In order to increase the size and improve the quality of a local economy, an area needs to increase the number of primary industries which pay a wage higher than the area average wage. A primary industry or primary business is one which sells its goods or services outside an area, thus importing money to the area. A vast majority of the imported money enters the economy by way of the wages paid to the workers.

As previously noted, the retirement industry is the largest primary industry in Marion County. Money enters the economy by way of social security payments, private retirement programs, and the Medicare program. However, this activity promulgates the formation of low-wage service and retail jobs. Growth is also dependent upon more retirement age individuals moving to the area.

In order to improve the quality of the economy and increase its size, primary jobs need to be created in other industries.

After creating the projections, POLICOM began “pouring money” into the economy by way of adding new primary jobs to the area. The number of new primary jobs was based upon the anticipated condition of the national economy and the growth of industries in which primary jobs are typically created. The number was also based upon what could be reasonably created through an aggressive, well financed economic development program.

A primary job can be in virtually any industrial sector. The test is whether the product or service is sold outside the local economy.

As an example, the employees at a local retail bank are included in the Finance and Insurance industry sector. They are not primary as a local retail bank uses local money for its business.

However, employees working for a credit card service center (Finance and Insurance) who handle transactions statewide or nationally are primary in nature, as the payroll is generated from a service provided outside the area.

When POLICOM added primary jobs, it included them in seven different industrial sectors which include:

- Finance and Insurance
- Information
- Management of Companies
- Manufacturing
- Professional and Technical Services
- Transportation and Warehousing
- Wholesale Trade

A plurality of the jobs was in the manufacturing sector as it is the most likely industry for the formation of new jobs. However, the new jobs can be created in any of the sectors.

When creating the goal, the economic impact or “ripple effect” was included in the formation of all jobs in the area. For each new primary job, typically between 1.5 and 2 other jobs are created in the area within 18 months. These are the consumptive jobs which feed upon the money being spent as a result of the primary businesses.

POLICOM has created formulas which provide a reasonable estimate of the new jobs created in all industrial sectors as a result of the formation of the primary jobs. These jobs and worker earnings are incorporated in the results for the goal.

The following chart shows the number and associated wage of new primary jobs which need to be created each year to improve the size and quality of the Marion County economy.

	<u>New Primary Jobs</u>	<u>Primary Job Wage</u>	<u>Estimated Area Wage</u>	<u>% of Area Wage</u>
2012 (-150)	200	44,486	34,005	131%
2013 (-78)	400	46,546	34,555	135%
2014 (-47)	410	48,324	35,430	136%
2015	435	49,603	36,332	137%
2016	515	51,155	37,390	137%
2017	565	52,662	38,483	137%
2018	593	54,242	39,739	136%
2019	623	55,869	41,036	136%
2020	654	57,546	42,432	136%
2021	687	59,272	43,877	135%
2022	721	61,050	45,371	135%
2023	757	62,882	47,077	134%
2024	795	64,768	48,845	133%
2025	835	66,711	50,678	132%

Note that in 2012, 2013, and 2014 negative numbers are aside the year. The economic projections provide for the area to loose this number of primary jobs. When POLICOM created the goal, it added the number shown in the “New Primary Jobs” column. In essence, if the area in 2012 has a net gain of 50 primary jobs, it actually achieved the 2012 milestone.

From 2012 to 2025, Marion County needs to create approximately 8,190 new primary jobs. The wage level for the new primary jobs should be about 133% of the area average wage at the time they are created.

The “133%” of the area average wage might seem high to some. However, remember the Marion County wage is very low compared to the national marketplace. High-skilled primary jobs will pay a relatively high wage. While the wage might be lower for the same job in Marion County than Atlanta, GA, it will still be much higher than the Marion average.

While the chart shows annual milestones, it is not anticipated the area will create the exact number for each year. One year it might create more, the next year fewer. However, over the course of the term, the area needs to stay close to the cumulative total in order to achieve the economic goal.

Projections and Goal – Results.

Let us now examine the differences between the economic projections and the economic goal. First we will look at employment. The chart shows the total employment for the area and the industrial sectors for 2001, 2011, 2025 Projections, and 2025 Goal. The “Difference” is the variance between the Projections and the Goal.⁶

Employment	2001 Actual	2011 Estimate	2025 Projections	2025 Goal	Difference
All Workers	111,562	122,598	143,618	166,040	22,422
Farm	3,774	3,839	4,918	4,918	0
Forestry, Fishing, Agricultural Services	1,413	2,020	2,310	2,310	0
Mining	308	392	517	517	0
Utilities	274	325	398	725	328
Construction	8,406	7,380	6,924	7,970	1,046
Manufacturing	9,845	6,169	6,649	10,002	3,354
Wholesale Trade	3,497	3,886	4,970	6,912	1,941
Retail Trade	17,505	16,213	19,616	21,090	1,474
Transportation and Warehousing	3,287	3,620	4,655	6,673	2,018
Information	1,655	1,792	2,085	3,847	1,762
Finance and Insurance	4,006	5,081	5,899	8,089	2,190
Real Estate, Rental and Leasing	4,076	5,252	6,559	6,969	410
Professional and Technical Services	3,981	5,468	6,344	7,740	1,397
Management of Companies	298	521	602	1,698	1,097
Administrative and Waste Services	6,823	7,143	7,669	8,569	901
Educational Services	591	1,502	1,816	2,143	328
Health Care and Social Assistance	9,893	14,126	18,037	19,347	1,310
Arts, Entertainment, and Recreation	2,063	2,935	3,258	3,504	246
Accommodation and Food Services	6,579	8,580	10,007	11,400	1,392
Other Services	7,492	8,684	9,958	10,613	655
Federal, civilian	705	758	866	1,029	164
Military	566	659	753	753	0
State Government	2,234	2,576	3,126	3,290	164
Local Government	12,291	13,677	15,685	15,931	246

If the projections hold true, there will be approximately 143,618 jobs in the Marion County economy by 2025. However, if the goal is achieved, 166,040 jobs will be present, about 22,000 more than projected.

The goal does not influence several of the industrial sectors.

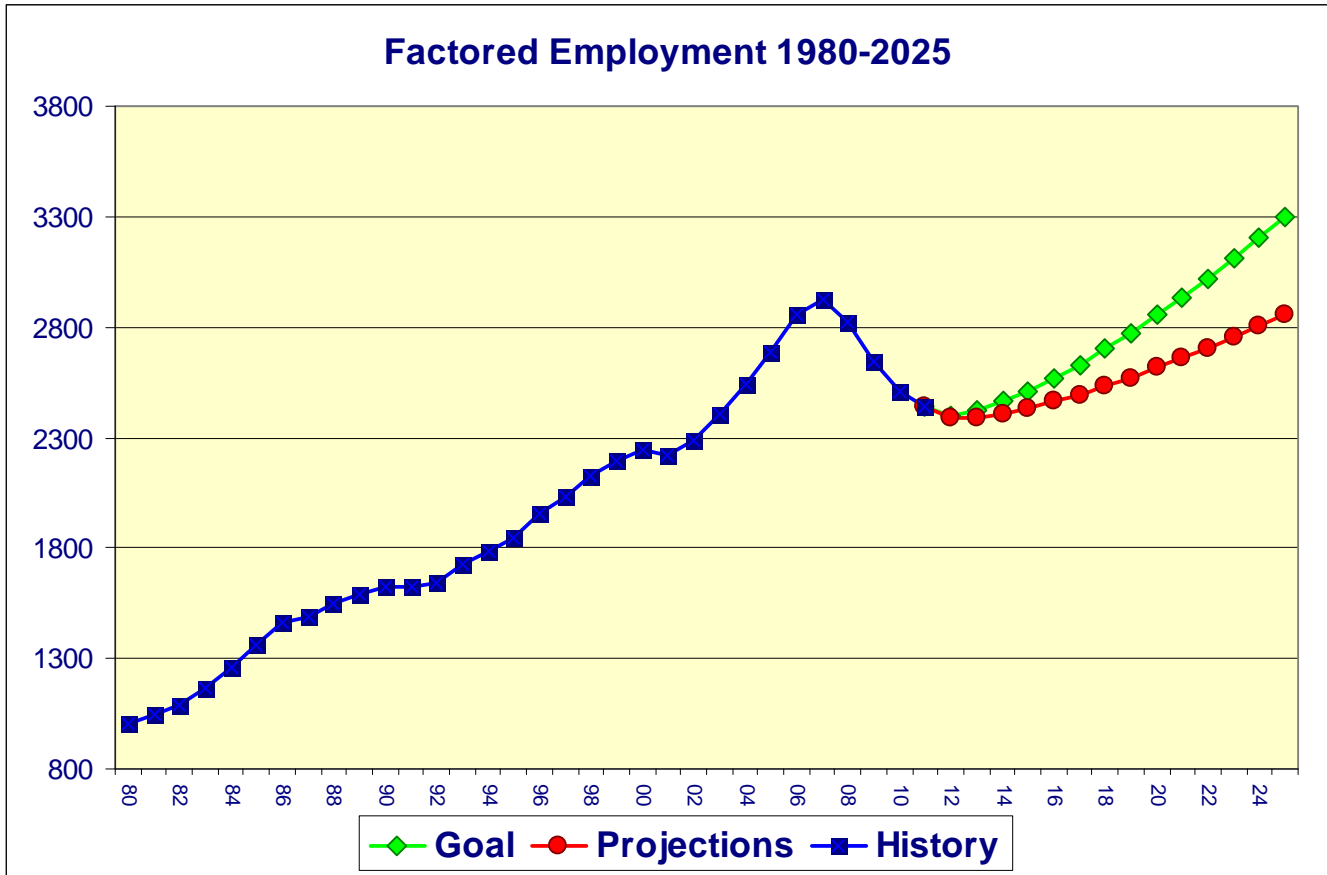
⁶ Data for “Farm” is provided in all charts. However, farm data is extremely unreliable as not all farm activity is reported, as it is exempt from reporting in many cases. As a result, the projections and goal for Farm should not be interpreted as “accurate,” but only a reasonable estimate based upon unreliable sources.

The following chart shows the difference in the percentage growth of jobs for each sector.

Employment Average Annual Increase	2001-2011 Estimate	2025 Projections	2025 Goal
All Workers	1.1%	1.1%	2.2%
Farm	0.3%	1.8%	1.8%
Forestry, Fishing, Agricultural Services	3.8%	1.0%	1.0%
Mining	4.4%	2.0%	2.0%
Utilities	2.2%	1.5%	5.9%
Construction	-0.3%	-0.3%	0.7%
Manufacturing	-4.3%	0.6%	3.5%
Wholesale Trade	1.3%	1.8%	4.2%
Retail Trade	-0.7%	1.4%	1.9%
Transportation and Warehousing	1.2%	1.8%	4.5%
Information	2.7%	1.1%	5.6%
Finance and Insurance	2.9%	1.1%	3.4%
Real Estate, Rental and Leasing	3.0%	1.6%	2.0%
Professional and Technical Services	3.4%	1.1%	2.5%
Management of Companies	6.2%	1.0%	8.8%
Administrative and Waste Services	0.6%	0.5%	1.3%
Educational Services	10.2%	1.4%	2.6%
Health Care and Social Assistance	3.7%	1.8%	2.3%
Arts, Entertainment, and Recreation	3.7%	0.8%	1.3%
Accommodation and Food Services	2.8%	1.1%	2.1%
Other Services	1.6%	1.0%	1.4%
Federal, civilian	0.8%	1.0%	2.2%
Military	1.6%	1.0%	1.0%
State Government	1.5%	1.4%	1.8%
Local Government	1.1%	1.0%	1.1%

For the period from 2001 to 2011, the area had an average annual increase in jobs of 1.1%. This period includes the declining years of 2007 through 2011. The projections provide for slow employment growth for the years 2012 to 2025, 1.1%. However, if the goal is achieved, overall jobs will grow by 2.2%. This will be a faster job growth rate than most of the metropolitan areas in the United States, but slower (3.3%) than the growth rate of the 1990's.

The following graph shows the difference in the “Factored Employment” between the projections and the goal.



The previous graph which showed Factored Employment compared Marion County to the ten strongest and weakest areas. The data ended in 2009. Data for 2010 and 2011 is shown in blue and is estimated.

The area will likely lose employment in 2010, 2011, and 2012. Afterwards, there will be a slow recovery. If the goal is achieved, the employment level of 2007 (peak) will be reached circa 2021. If the projections hold, the 2007 employment level will not be achieved until after 2025.

Worker earnings are the volume of money circulating within the economy as a result of payrolls. The chart shows the total worker earnings for the area and the industrial sectors for 2001, 2011, 2025 Projections, and 2025 Goal. The “Difference” is the variance between the Projections and the Goal.

Worker Earnings (\$000)	2001	2011	2025	2025	Difference
	<u>Actual</u>	<u>Estimate</u>	<u>Projections</u>	<u>Goal</u>	
All Workers	3,227,750	4,179,158	6,634,273	8,414,611	1,780,338
Farm	36,939	20,164	34,419	35,445	1,025
Forestry, Fishing, Agricultural Services	36,852	60,537	103,620	108,557	4,937
Mining	8,963	8,531	17,027	17,027	0
Utilities	18,094	26,825	48,266	88,041	39,775
Construction	260,401	217,826	243,712	315,168	71,456
Manufacturing	385,591	363,655	496,572	755,657	259,085
Wholesale Trade	128,214	175,787	313,893	486,763	172,870
Retail Trade	404,853	428,973	721,756	841,997	120,241
Transportation and Warehousing	117,341	124,858	215,525	362,522	146,997
Information	48,619	75,643	128,114	241,450	113,336
Finance and Insurance	147,392	162,208	259,990	394,219	134,229
Real Estate, Rental and Leasing	59,687	59,179	99,647	115,374	15,728
Professional and Technical Services	123,465	187,305	282,282	370,850	88,568
Management of Companies	12,100	23,977	42,417	120,728	78,310
Administrative and Waste Services	138,274	131,337	201,832	249,330	47,498
Educational Services	7,365	32,245	59,970	73,454	13,484
Health Care and Social Assistance	389,363	704,538	1,287,633	1,473,921	186,288
Arts, Entertainment, and Recreation	34,560	53,702	82,184	88,813	6,629
Accommodation and Food Services	95,486	158,680	241,773	306,493	64,719
Other Services	181,085	222,366	316,413	365,766	49,353
Federal, civilian	41,750	62,105	107,936	128,361	20,425
Military	9,021	34,459	52,005	52,005	0
State Government	87,613	129,521	213,979	225,192	11,212
Local Government	454,722	714,738	1,063,307	1,197,478	134,171

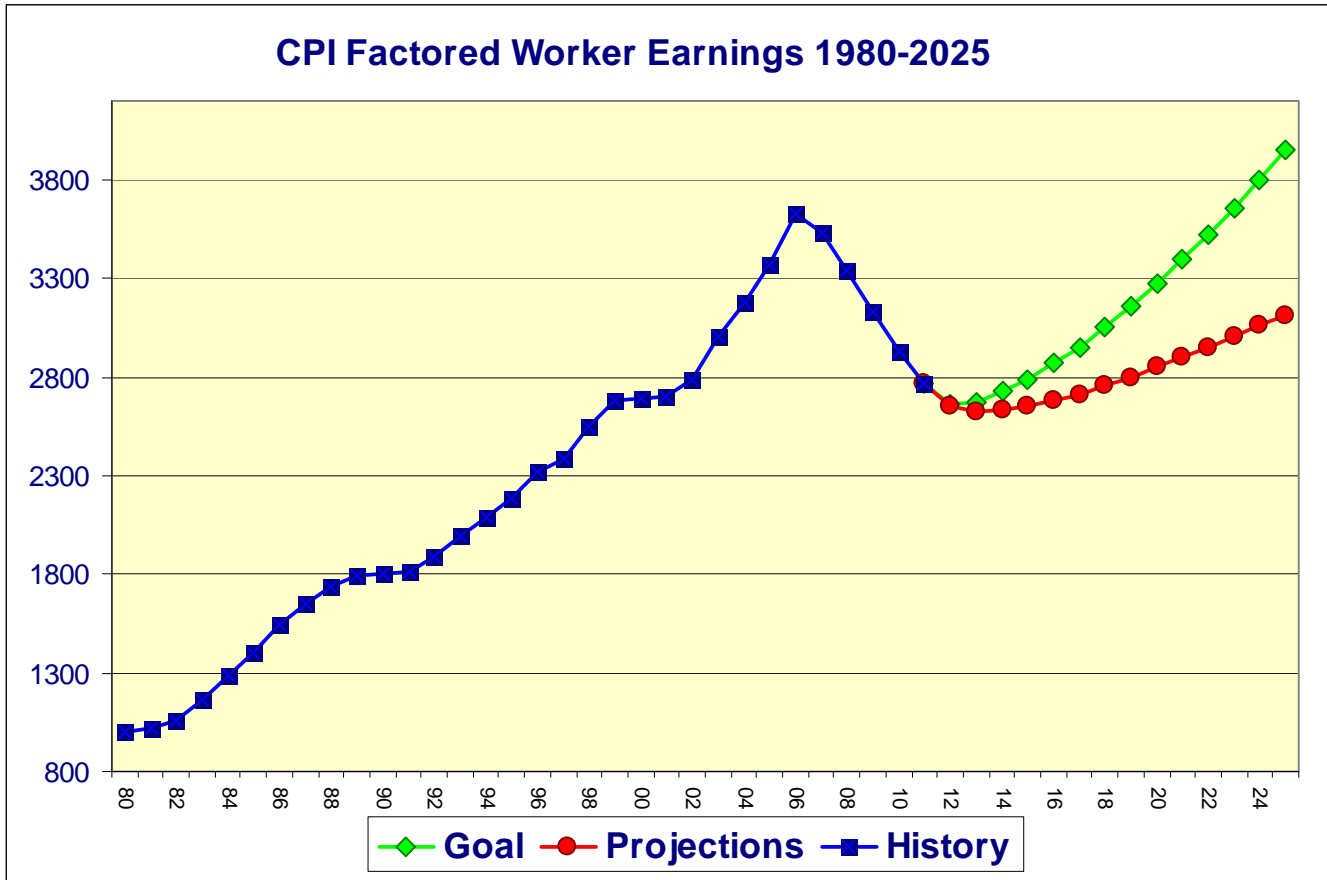
In 2025 it is projected workers will earn \$6.6 billion dollars. However, if the goal is achieved worker earnings will total more than \$8.4 billion, 27% more than what is projected.

The following chart shows the difference in the percentage growth of worker earnings for each sector.

Earnings Average Annual Increase	2001-2011 Estimate	2025 Projections	2025 Goal
All Workers	2.8%	3.4%	5.2%
Farm	-47.2%	3.9%	4.1%
Forestry, Fishing, Agricultural Services	5.7%	3.9%	4.3%
Mining	1.8%	5.1%	5.1%
Utilities	4.3%	4.3%	8.9%
Construction	0.1%	1.0%	2.9%
Manufacturing	-0.3%	2.3%	5.4%
Wholesale Trade	3.7%	4.2%	7.6%
Retail Trade	0.8%	3.8%	5.0%
Transportation and Warehousing	1.0%	4.0%	7.9%
Information	5.8%	3.8%	8.7%
Finance and Insurance	1.9%	3.5%	6.6%
Real Estate, Rental and Leasing	0.8%	3.8%	4.9%
Professional and Technical Services	4.7%	3.0%	5.0%
Management of Companies	7.9%	4.2%	12.3%
Administrative and Waste Services	-0.3%	3.1%	4.7%
Educational Services	16.5%	4.5%	6.1%
Health Care and Social Assistance	6.3%	4.4%	5.4%
Arts, Entertainment, and Recreation	4.7%	3.1%	3.7%
Accommodation and Food Services	5.6%	3.1%	4.8%
Other Services	2.2%	2.6%	3.6%
Federal, civilian	4.1%	4.0%	5.3%
Military	15.2%	3.0%	3.0%
State Government	4.0%	3.7%	4.0%
Local Government	4.7%	2.9%	3.8%

If the goal is achieved and the area has a 5.2% average annual growth rate in worker earnings, the area will be in the top 25% of the metropolitan areas in this category.

The following graph shows the difference in the “Inflation Factored Worker Earnings” between the projections and the goal.



The previous graph which showed Inflation Factored Worker Earnings compared Marion County to the ten strongest and weakest areas. The data ended in 2009. Data for 2010 and 2011 is shown in blue and is estimated.

All earnings values have been adjusted for inflation relative to the 2009 dollar. Beginning in 2010, an annual inflation rate of 2% was used through 2025. Inflation will fluctuate during this period and could likely be higher on several occasions.

It is anticipated that if inflation is greater than 2%, earnings will be naturally adjusted upward by employers, increasing for inflation by more than the 2% level. If they are not adjusted upward, then the line will not rise as shown on the graph.

The average wage is a reflection of the “quality” of the economy. The chart shows the average wage for the area and the industrial sectors for 2001, 2011, 2025 Projections, and 2025 Goal. The “Difference” is the variance between the Projections and the Goal.

Wages	2001 Actual	2011 Estimate	2025 Projections	2025 Goal	Difference
All Workers	28,932	34,088	46,194	50,678	4,484
Farm	9,788	5,253	6,999	7,208	209
Forestry, Fishing, Agricultural Services	26,081	29,970	44,850	46,987	2,137
Mining	29,101	21,781	32,946	32,946	0
Utilities	66,036	82,567	121,413	121,413	0
Construction	30,978	29,515	35,199	39,547	4,348
Manufacturing	39,166	58,953	74,688	75,499	811
Wholesale Trade	36,664	45,236	63,155	70,395	7,241
Retail Trade	23,128	26,458	36,794	39,924	3,129
Transportation and Warehousing	35,699	34,495	46,304	54,183	7,879
Information	29,377	42,204	61,456	62,724	1,268
Finance and Insurance	36,793	31,922	44,077	48,605	4,528
Real Estate, Rental and Leasing	14,644	11,267	15,192	16,556	1,364
Professional and Technical Services	31,014	34,254	44,497	47,810	3,313
Management of Companies	40,604	46,042	70,513	70,994	482
Administrative and Waste Services	20,266	18,387	26,319	29,095	2,776
Educational Services	12,462	21,470	33,031	34,274	1,243
Health Care and Social Assistance	39,357	49,875	71,389	76,182	4,793
Arts, Entertainment, and Recreation	16,752	18,295	25,222	25,345	123
Accommodation and Food Services	14,514	18,494	24,160	26,886	2,727
Other Services	24,170	25,605	31,774	34,463	2,689
Federal, civilian	59,220	81,887	124,696	124,696	0
Military	15,938	52,326	69,043	69,043	0
State Government	39,218	50,279	68,452	68,452	0
Local Government	36,996	52,258	67,791	75,167	7,377

Wages will be about 10% higher if the goal is achieved than that of the projections. It had been hoped the average wage for the area would increase more than what is shown in the goal. However, the retirement industry will still likely be the most dominant primary industry by 2025.

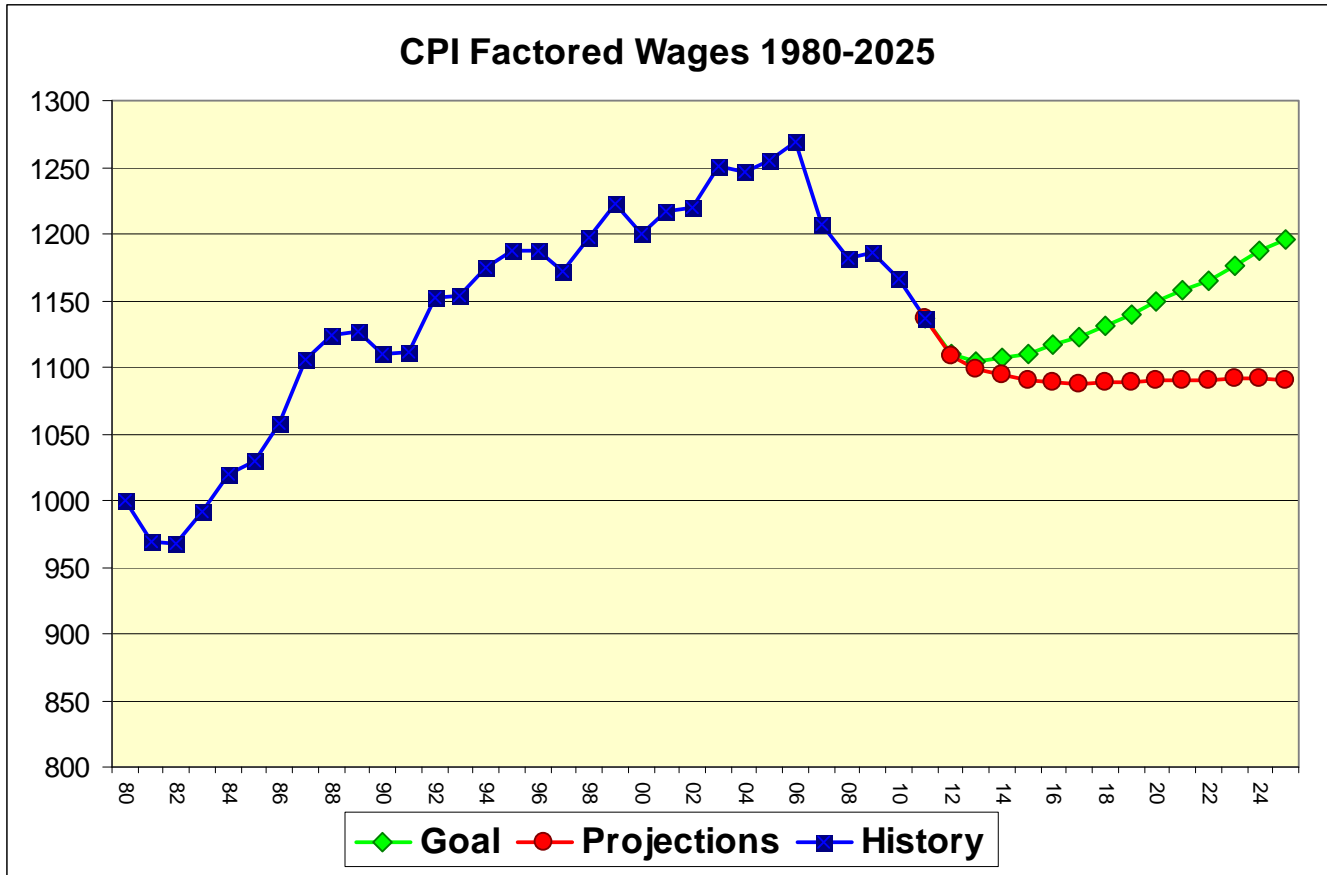
Since it creates a disproportionate number of low-wage, low-skilled service and retail jobs, there is a much higher number of low-wage jobs in the workforce than in most areas. As a result, the “average wage” is pulled down to the level of these jobs.

The following chart shows the average annual increase for wages for each industrial sector is of the average for the county.

Wages Average Annual Increase	2001-2011 Estimate	2025 Projections	2025 Goal
All Workers	1.7%	2.2%	2.9%
Farm	-2.9%	2.1%	2.3%
Forestry, Fishing, Agricultural Services	1.7%	2.9%	3.3%
Mining	-2.0%	3.0%	3.0%
Utilities	2.5%	2.8%	2.8%
Construction	-0.3%	1.3%	2.1%
Manufacturing	4.3%	1.7%	1.8%
Wholesale Trade	2.2%	2.4%	3.2%
Retail Trade	1.4%	2.4%	3.0%
Transportation and Warehousing	-0.3%	2.1%	3.3%
Information	3.9%	2.7%	2.9%
Finance and Insurance	-1.3%	2.3%	3.1%
Real Estate, Rental and Leasing	-2.4%	2.2%	2.8%
Professional and Technical Services	1.1%	1.9%	2.4%
Management of Companies	1.4%	3.1%	3.2%
Administrative and Waste Services	-0.9%	2.6%	3.3%
Educational Services	5.6%	3.1%	3.4%
Health Care and Social Assistance	2.4%	2.6%	3.1%
Arts, Entertainment, and Recreation	0.9%	2.3%	2.3%
Accommodation and Food Services	2.5%	1.9%	2.7%
Other Services	0.7%	1.6%	2.2%
Federal, civilian	3.3%	3.1%	3.1%
Military	13.4%	2.0%	2.0%
State Government	2.5%	2.2%	2.2%
Local Government	3.5%	1.9%	2.6%

The average annual rate of wage growth of 2.9% will be about “average” for the metropolitan areas.

The following graph shows the difference in the “Inflation Factored Wages” between the projections and the goal.



The previous graph which showed Inflation Factored Wages compared Marion County to the ten strongest and weakest areas. The data ended in 2009. Data for 2010 and 2011 is shown in blue and is estimated.

All wages values have been adjusted for inflation relative to the 2009 dollar. Beginning in 2010, an annual inflation rate of 2% was used through 2025. Inflation will fluctuate during this period and could likely be higher on several occasions. It is anticipated that if inflation greater than 2%, wages will be adjusted above the 2% level. If not, the lines will not rise as shown.

The line for the projections is typical for a retirement based economy. There is usually not much improvement in wages but also not much decline.

The upward trend shown in the goal is the direct result of creating the high-wage primary jobs in the goal.

Summary

Marion County has suffered significant economy decline since 2007. This is the direct result of the overbuilding of new homes not only in Marion County but throughout most of the nation.

Presently the retirement industry is the largest contributor to the economy followed by manufacturing.

The economy will continue to experience a slow decline through 2012. At that point it will stabilize but will not grow substantially unless the area creates a large number of new primary industry jobs.

Should the area reach the annual milestones prescribed in the goal, the size and the quality of the economy will be significantly better than what is projected.

Data

The following is the annual data comparing the projections to the goal.

Goal Setting Study - Marion County, FL



Projections - Employment	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All Workers	122,598	120,128	120,088	121,214	122,355	123,905	125,476	127,375	129,304	131,502	133,739	136,018	138,502	141,035	143,618
Farm	3,839	3,896	3,966	4,046	4,127	4,213	4,302	4,379	4,458	4,552	4,647	4,745	4,802	4,859	4,918
Forestry, Fishing, Agricultural Services	2,020	2,030	2,050	2,071	2,092	2,112	2,134	2,155	2,176	2,198	2,220	2,242	2,265	2,288	2,310
Mining	392	401	407	416	424	432	441	450	459	468	477	487	497	507	517
Utilities	325	327	331	334	337	341	344	348	353	358	364	369	378	388	398
Construction	7,380	6,273	5,897	5,897	5,897	5,956	6,015	6,081	6,148	6,259	6,372	6,486	6,629	6,775	6,924
Manufacturing	6,169	5,984	5,834	5,776	5,718	5,775	5,833	5,920	6,009	6,111	6,215	6,321	6,428	6,537	6,649
Wholesale Trade	3,886	3,847	3,886	3,932	3,979	4,031	4,084	4,165	4,249	4,346	4,446	4,548	4,685	4,825	4,970
Retail Trade	16,213	15,889	15,730	15,887	16,046	16,239	16,434	16,746	17,064	17,440	17,823	18,215	18,671	19,138	19,616
Transportation and Warehousing	3,620	3,638	3,692	3,737	3,781	3,834	3,888	3,962	4,037	4,126	4,217	4,310	4,422	4,537	4,655
Information	1,792	1,801	1,810	1,827	1,843	1,861	1,880	1,899	1,918	1,939	1,960	1,982	2,016	2,050	2,085
Finance and Insurance	5,081	4,929	4,954	4,988	5,023	5,078	5,134	5,201	5,269	5,363	5,460	5,558	5,669	5,783	5,899
Real Estate, Rental and Leasing	5,252	5,305	5,384	5,470	5,558	5,641	5,726	5,818	5,911	6,011	6,113	6,217	6,329	6,443	6,559
Professional and Technical Services	5,468	5,359	5,359	5,412	5,467	5,527	5,587	5,660	5,734	5,831	5,930	6,031	6,134	6,238	6,344
Management of Companies	521	529	534	539	545	550	556	561	567	572	578	584	590	596	602
Administrative and Waste Services	7,143	6,928	6,894	6,928	6,963	7,012	7,061	7,131	7,203	7,282	7,362	7,443	7,517	7,593	7,669
Educational Services	1,502	1,524	1,543	1,566	1,589	1,608	1,628	1,649	1,670	1,694	1,717	1,741	1,766	1,791	1,816
Health Care and Social Assistance	14,126	13,985	14,139	14,393	14,652	14,975	15,304	15,610	15,922	16,273	16,631	16,997	17,337	17,683	18,037
Arts, Entertainment, and Recreation	2,935	2,906	2,921	2,935	2,950	2,979	3,009	3,039	3,070	3,100	3,131	3,163	3,194	3,226	3,258
Accommodation and Food Services	8,580	8,494	8,537	8,631	8,726	8,848	8,972	9,115	9,261	9,391	9,522	9,655	9,771	9,889	10,007
Other Services	8,684	8,537	8,579	8,682	8,787	8,874	8,963	9,089	9,216	9,308	9,401	9,495	9,647	9,801	9,958
Federal, civilian	758	755	758	762	766	774	781	790	799	809	820	830	842	854	866
Military	659	662	668	675	682	689	696	703	710	717	724	731	738	746	753
State Government	2,576	2,589	2,607	2,633	2,659	2,686	2,713	2,756	2,800	2,851	2,902	2,954	3,011	3,068	3,126
Local Government	13,677	13,540	13,608	13,676	13,744	13,868	13,993	14,147	14,302	14,503	14,706	14,912	15,165	15,423	15,685
Goal - Employment	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All Workers	122,598	120,670	121,714	123,951	126,271	129,216	132,319	135,849	139,491	143,488	147,614	151,875	156,442	161,161	166,040
Farm	3,839	3,896	3,966	4,046	4,127	4,213	4,302	4,379	4,458	4,552	4,647	4,745	4,802	4,859	4,918
Forestry, Fishing, Agricultural Services	2,020	2,030	2,050	2,071	2,092	2,112	2,134	2,155	2,176	2,198	2,220	2,242	2,265	2,288	2,310
Mining	392	401	407	416	424	432	441	450	459	468	477	487	497	507	517
Utilities	325	335	355	374	395	419	445	473	503	534	567	601	641	682	725
Construction	7,380	6,293	5,957	5,998	6,041	6,152	6,268	6,417	6,571	6,773	6,982	7,198	7,446	7,704	7,970
Manufacturing	6,169	6,048	6,026	6,121	6,219	6,487	6,785	7,124	7,476	7,856	8,251	8,662	9,091	9,537	10,002
Wholesale Trade	3,886	3,909	4,052	4,204	4,361	4,535	4,718	4,936	5,163	5,412	5,670	5,939	6,250	6,574	6,912
Retail Trade	16,213	15,925	15,838	16,069	16,306	16,592	16,888	17,307	17,738	18,231	18,738	19,260	19,852	20,461	21,090
Transportation and Warehousing	3,620	3,696	3,846	3,988	4,134	4,319	4,512	4,731	4,960	5,210	5,470	5,740	6,039	6,349	6,673
Information	1,792	1,827	1,943	2,042	2,169	2,298	2,437	2,582	2,734	2,894	3,061	3,236	3,431	3,634	3,847
Finance and Insurance	5,081	4,979	5,094	5,230	5,370	5,562	5,773	6,002	6,240	6,514	6,799	7,095	7,413	7,745	8,089
Real Estate, Rental and Leasing	5,252	5,315	5,414	5,521	5,630	5,739	5,852	5,973	6,098	6,231	6,367	6,507	6,657	6,811	6,969
Professional and Technical Services	5,468	5,405	5,477	5,603	5,732	5,873	6,029	6,202	6,381	6,588	6,803	7,025	7,256	7,494	7,740
Management of Companies	521	559	639	719	800	875	951	1,030	1,112	1,199	1,290	1,385	1,485	1,589	1,698
Administrative and Waste Services	7,143	6,950	6,960	7,039	7,122	7,227	7,339	7,474	7,614	7,765	7,921	8,081	8,239	8,402	8,569
Educational Services	1,502	1,532	1,567	1,606	1,647	1,687	1,729	1,774	1,820	1,869	1,921	1,974	2,028	2,085	2,143
Health Care and Social Assistance	14,126	14,017	14,235	14,555	14,884	15,288	15,708	16,109	16,521	16,976	17,444	17,925	18,386	18,860	19,347
Arts, Entertainment, and Recreation	2,935	2,912	2,939	2,965	2,993	3,038	3,085	3,133	3,182	3,232	3,284	3,337	3,391	3,447	3,504
Accommodation and Food Services	8,580	8,528	8,639	8,802	8,971	9,181	9,401	9,645	9,897	10,138	10,386	10,642	10,887	11,139	11,400
Other Services	8,684	8,553	8,627	8,763	8,902	9,031	9,165	9,338	9,515	9,660	9,808	9,959	10,172	10,390	10,613
Federal, civilian	758	759	770	782	795	813	832	852	874	897	921	946	973	1,001	1,029
Military	659	662	668	675	682	689	696	703	710	717	724	731	738	746	753
State Government	2,576	2,593	2,619	2,653	2,688	2,725	2,763	2,819	2,875	2,939	3,004	3,070	3,142	3,215	3,290
Local Government	13,677	13,546	13,626	13,706	13,788	13,927	14,069	14,240	14,415	14,635	14,858	15,086	15,362	15,644	15,931

Goal Setting Study - Marion County, FL



Projections - Worker Earnings (000)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All Workers	4,179,158	4,082,661	4,132,651	4,246,622	4,364,415	4,519,517	4,680,474	4,871,287	5,070,099	5,293,391	5,526,793	5,770,771	6,045,102	6,332,718	6,634,273
Farm	20,164	21,081	21,889	22,774	23,694	24,675	25,697	26,683	27,707	28,854	30,049	31,294	32,303	33,344	34,419
Forestry, Fishing, Agricultural Services	60,537	62,665	64,874	67,357	69,936	72,684	75,539	78,584	81,751	85,045	88,472	92,038	95,747	99,606	103,620
Mining	8,531	9,007	9,416	9,893	10,393	10,919	11,472	12,052	12,662	13,303	13,976	14,683	15,426	16,207	17,027
Utilities	26,825	27,567	28,539	29,574	30,646	31,788	32,973	34,404	35,896	37,528	39,234	41,017	43,303	45,718	48,266
Construction	217,826	177,746	163,740	163,740	163,740	168,685	173,779	179,556	185,525	193,397	201,603	210,158	220,795	231,971	243,712
Manufacturing	363,655	349,218	345,595	347,955	350,332	360,912	371,811	384,936	398,525	413,405	428,842	444,855	461,466	478,697	496,572
Wholesale Trade	175,787	174,899	179,298	185,441	191,795	198,952	206,375	215,975	226,023	237,695	249,971	262,880	278,890	295,874	313,893
Retail Trade	428,973	424,177	424,555	436,948	449,702	466,021	482,932	505,394	528,902	555,673	583,799	613,348	647,542	683,643	721,756
Transportation and Warehousing	124,858	124,855	128,629	132,515	136,520	141,615	146,900	153,433	160,257	168,041	176,204	184,762	194,495	204,740	215,525
Information	75,643	77,161	79,486	82,286	85,186	88,360	91,654	95,255	98,997	103,089	107,349	111,786	116,983	122,422	128,114
Finance and Insurance	162,208	152,621	156,452	161,486	166,682	172,897	179,343	186,762	194,487	203,927	213,826	224,205	235,550	247,468	259,990
Real Estate, Rental and Leasing	59,179	59,111	60,597	62,490	64,443	66,717	69,072	72,072	75,203	78,776	82,518	86,439	90,634	95,034	99,647
Professional and Technical Services	187,305	178,052	176,272	181,595	187,079	193,865	200,898	209,004	217,438	227,105	237,202	247,747	258,762	270,266	282,282
Management of Companies	23,977	24,823	25,573	26,526	27,514	28,595	29,719	31,037	32,413	33,883	35,419	37,026	38,742	40,538	42,417
Administrative and Waste Services	131,337	125,691	127,188	130,125	133,130	136,743	140,454	146,114	152,003	159,053	166,431	174,151	182,928	192,148	201,832
Educational Services	32,245	33,056	34,122	35,499	36,933	38,422	39,972	41,868	43,855	46,159	48,583	51,136	53,925	56,868	59,970
Health Care and Social Assistance	704,538	690,518	712,076	745,190	779,845	820,114	862,463	906,104	951,953	1,002,083	1,054,853	1,110,401	1,166,587	1,225,617	1,287,633
Arts, Entertainment, and Recreation	53,702	53,962	55,100	56,427	57,787	59,532	61,330	63,244	65,218	67,781	70,444	73,211	76,088	79,077	82,184
Accommodation and Food Services	158,680	157,878	160,413	165,259	170,251	175,742	181,410	188,183	195,209	202,297	209,642	217,254	225,137	233,072	241,773
Other Services	222,366	216,400	219,657	225,405	231,303	237,354	243,563	250,925	258,508	265,532	272,747	280,157	291,756	303,834	316,413
Federal, civilian	62,105	63,339	65,120	67,147	69,237	72,097	75,076	78,330	81,726	85,521	89,491	93,646	98,186	102,945	107,936
Military	34,459	35,324	36,390	37,489	38,622	39,788	40,990	42,227	43,503	44,816	46,170	47,564	49,001	50,481	52,005
State Government	129,521	132,381	135,841	140,080	144,452	149,106	153,911	159,970	166,267	173,153	180,324	187,792	196,144	204,868	213,979
Local Government	714,738	711,128	721,831	733,420	745,195	763,932	783,140	809,173	836,072	867,276	899,644	933,221	974,711	1,018,045	1,063,307
Goal - Worker Earnings (000)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All Workers	4,179,158	4,103,407	4,205,805	4,391,522	4,587,724	4,831,340	5,092,011	5,398,465	5,724,233	6,088,539	6,476,829	6,890,767	7,364,834	7,871,985	8,414,611
Farm	20,164	21,081	21,889	22,774	23,694	24,675	25,697	26,762	27,870	29,110	30,404	31,757	32,942	34,170	35,445
Forestry, Fishing, Agricultural Services	60,537	62,665	65,191	67,818	70,551	73,536	76,649	79,970	83,435	87,134	90,998	95,033	99,342	103,848	108,557
Mining	8,531	9,007	9,416	9,893	10,393	10,919	11,472	12,052	12,662	13,303	13,976	14,683	15,426	16,207	17,027
Utilities	26,825	28,241	30,611	33,152	35,898	39,105	42,653	46,717	51,113	55,941	61,162	66,808	73,335	80,398	88,041
Construction	217,826	178,313	165,406	169,875	174,530	183,408	192,848	203,362	214,494	227,728	241,791	256,736	274,903	294,550	315,168
Manufacturing	363,655	352,635	358,159	371,057	384,621	409,131	436,487	467,590	500,707	536,791	575,222	616,153	659,750	706,189	755,657
Wholesale Trade	175,787	177,718	186,985	199,651	213,116	228,285	244,621	265,178	287,371	313,264	341,358	371,839	406,974	445,194	486,763
Retail Trade	428,973	425,138	427,470	446,285	466,005	488,856	513,019	543,623	576,082	612,229	650,660	691,522	738,425	788,511	841,997
Transportation and Warehousing	124,858	126,986	134,207	143,335	153,038	165,621	179,063	195,312	212,948	232,627	254,004	277,224	303,309	331,676	362,522
Information	75,643	78,275	85,758	92,837	101,555	110,858	121,092	132,149	144,104	157,127	171,204	186,418	203,374	221,683	241,450
Finance and Insurance	162,208	154,290	161,070	170,405	180,220	192,987	206,973	223,375	241,072	261,469	283,534	307,406	334,051	362,927	394,219
Real Estate, Rental and Leasing	59,179	59,222	60,935	63,067	65,280	68,009	70,873	74,656	78,647	83,580	88,828	94,412	100,931	107,907	115,374
Professional and Technical Services	187,305	179,709	180,382	189,167	198,367	208,746	220,152	233,261	247,191	263,418	280,727	299,194	321,366	345,208	370,850
Management of Companies	23,977	26,293	30,795	35,693	40,861	46,024	51,479	57,687	64,481	71,839	79,874	88,647	98,404	109,070	120,728
Administrative and Waste Services	131,337	126,090	128,153	132,081	136,168	142,605	149,433	158,288	167,699	178,725	190,511	203,113	217,431	232,809	249,330
Educational Services	32,245	33,229	34,992	37,131	39,409	41,569	43,879	46,640	49,581	52,867	56,378	60,132	64,269	68,703	73,454
Health Care and Social Assistance	704,538	692,098	723,939	763,906	806,153	855,403	907,897	962,731	1,020,915	1,085,744	1,154,717	1,228,105	1,305,043	1,386,876	1,473,921
Arts, Entertainment, and Recreation	53,702	54,074	55,439	57,066	58,751	60,826	62,997	65,319	67,735	70,802	74,018	77,393	81,013	84,816	88,813
Accommodation and Food Services	158,680	158,510	162,330	168,547	175,044	183,077	191,587	202,464	213,981	226,641	240,084	254,364	270,618	287,968	306,493
Other Services	222,366	216,805	220,886	228,624	236,663	245,376	254,494	265,519	277,047	288,286	300,021	312,278	329,147	346,958	365,766
Federal, civilian	62,105	63,675	66,150	68,926	71,849	75,750	79,928	84,514	89,382	94,812	100,589	106,737	113,488	120,686	128,361
Military	34,459	35,324	36,390	37,489	38,622	39,788	40,990	42,227	43,503	44,816	46,170	47,564	49,001	50,481	52,005
State Government	129,521	132,586	136,466	141,155	146,022	151,282	156,776	163,589	170,710	178,492	186,640	195,170	204,693	214,692	225,192
Local Government	714,738	711,443	722,785	741,588	760,914	785,502	810,955	845,479	881,502	921,795	963,958	1,008,080	1,067,599	1,130,661	1,197,478

Goal Setting Study - Marion County, FL



Projections - Wages	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All Workers	34,088	33,986	34,413	35,034	35,670	36,476	37,302	38,244	39,211	40,253	41,325	42,427	43,646	44,902	46,194
Farm	5,253	5,411	5,519	5,629	5,742	5,857	5,974	6,093	6,215	6,339	6,466	6,595	6,727	6,862	6,999
Forestry, Fishing, Agricultural Services	29,970	30,869	31,640	32,526	33,437	34,407	35,405	36,467	37,561	38,688	39,848	41,044	42,275	43,543	44,850
Mining	21,781	22,435	23,108	23,801	24,515	25,250	26,008	26,788	27,592	28,419	29,272	30,150	31,055	31,986	32,946
Utilities	82,567	84,219	86,324	88,569	90,871	93,325	95,845	98,720	101,682	104,732	107,874	111,110	114,444	117,877	121,413
Construction	29,515	28,335	27,768	27,768	27,768	28,323	28,890	29,525	30,175	30,899	31,641	32,400	33,307	34,240	35,199
Manufacturing	58,953	58,363	59,239	60,246	61,270	62,496	63,745	65,020	66,321	67,647	69,000	70,380	71,788	73,223	74,688
Wholesale Trade	45,236	45,463	46,144	47,160	48,197	49,354	50,538	51,852	53,201	54,690	56,221	57,796	59,530	61,315	63,155
Retail Trade	26,458	26,696	26,990	27,503	28,025	28,698	29,387	30,180	30,995	31,863	32,755	33,672	34,682	35,723	36,794
Transportation and Warehousing	34,495	34,322	34,837	35,464	36,103	36,933	37,782	38,727	39,695	40,727	41,786	42,873	43,987	45,131	46,304
Information	42,204	42,837	43,908	45,049	46,220	47,468	48,750	50,164	51,619	53,167	54,762	56,405	58,041	59,724	61,456
Finance and Insurance	31,922	30,964	31,584	32,373	33,183	34,045	34,930	35,909	36,914	38,021	39,162	40,337	41,547	42,793	44,077
Real Estate, Rental and Leasing	11,267	11,143	11,254	11,423	11,595	11,827	12,063	12,389	12,723	13,105	13,498	13,903	14,320	14,750	15,192
Professional and Technical Services	34,254	33,226	32,894	33,552	34,223	35,078	35,955	36,926	37,923	38,947	39,999	41,079	42,188	43,327	44,497
Management of Companies	46,042	46,963	47,902	49,195	50,524	51,989	53,497	55,151	57,196	59,198	61,270	63,414	65,697	68,062	70,513
Administrative and Waste Services	18,387	18,141	18,450	18,782	19,120	19,502	19,892	20,489	21,104	21,842	22,607	23,398	24,334	25,307	26,319
Educational Services	21,470	21,685	22,119	22,672	23,238	23,889	24,558	25,393	26,256	27,254	28,290	29,365	30,539	31,761	33,031
Health Care and Social Assistance	49,875	49,376	50,363	51,774	53,223	54,767	56,355	58,046	59,787	61,581	63,428	65,331	67,291	69,310	71,389
Arts, Entertainment, and Recreation	18,295	18,569	18,866	19,225	19,590	19,982	20,381	20,809	21,246	21,862	22,496	23,149	23,820	24,511	25,222
Accommodation and Food Services	18,494	18,586	18,791	19,148	19,512	19,863	20,220	20,645	21,079	21,542	22,016	22,501	23,041	23,594	24,160
Other Services	25,605	25,349	25,603	25,961	26,325	26,746	27,174	27,609	28,050	28,527	29,012	29,505	30,243	30,999	31,774
Federal, civilian	81,887	83,935	85,865	88,098	90,388	93,190	96,079	99,154	102,327	105,703	109,192	112,795	116,630	120,595	124,696
Military	52,326	53,373	54,440	55,529	56,640	57,772	58,928	60,106	61,309	62,535	63,785	65,061	66,362	67,690	69,043
State Government	50,279	51,134	52,105	53,199	54,317	55,512	56,733	58,038	59,373	60,738	62,135	63,564	65,153	66,782	68,452
Local Government	52,258	52,519	53,045	53,628	54,218	55,086	55,967	57,198	58,457	59,801	61,176	62,583	64,273	66,009	67,791
Goal - Wages	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
All Workers	34,088	34,005	34,555	35,430	36,332	37,390	38,483	39,739	41,036	42,432	43,877	45,371	47,077	48,845	50,678
Farm	5,253	5,411	5,519	5,629	5,742	5,857	5,974	6,111	6,252	6,395	6,543	6,693	6,860	7,032	7,208
Forestry, Fishing, Agricultural Services	29,970	30,869	31,795	32,749	33,731	34,811	35,924	37,110	38,335	39,638	40,986	42,379	43,862	45,398	46,987
Mining	21,781	22,435	23,108	23,801	24,515	25,250	26,008	26,788	27,592	28,419	29,272	30,150	31,055	31,986	32,946
Utilities	82,567	84,219	86,324	88,569	90,871	93,325	95,845	98,720	101,682	104,732	107,874	111,110	114,444	117,877	121,413
Construction	29,515	28,335	27,768	28,323	28,890	29,814	30,768	31,691	32,642	33,621	34,630	35,669	36,917	38,209	39,547
Manufacturing	58,953	58,311	59,436	60,618	61,846	63,067	64,336	65,640	66,971	68,330	69,716	71,130	72,573	74,046	75,549
Wholesale Trade	45,236	45,463	46,151	47,493	48,873	50,341	51,854	53,722	55,658	57,885	60,201	62,610	65,114	67,718	70,426
Retail Trade	26,458	26,696	26,990	27,773	28,578	29,464	30,377	31,410	32,478	33,582	34,724	35,905	37,197	38,536	39,924
Transportation and Warehousing	34,495	34,360	34,893	35,942	37,022	38,349	39,690	41,279	42,932	44,650	46,437	48,296	50,229	52,239	54,329
Information	42,204	42,837	44,130	45,455	46,829	48,236	49,687	51,179	52,716	54,297	55,926	57,603	59,275	60,996	62,766
Finance and Insurance	31,922	30,989	31,622	32,584	33,561	34,695	35,852	37,215	38,630	40,137	41,702	43,328	45,060	46,862	48,736
Real Estate, Rental and Leasing	11,267	11,143	11,254	11,423	11,595	11,850	12,110	12,498	12,898	13,414	13,950	14,508	15,161	15,843	16,556
Professional and Technical Services	34,254	33,250	32,936	33,761	34,606	35,541	36,513	37,610	38,741	39,983	41,265	42,587	44,293	46,066	47,911
Management of Companies	46,042	47,072	48,203	49,630	51,103	52,597	54,158	56,029	57,967	59,912	61,924	64,005	66,281	68,639	71,082
Administrative and Waste Services	18,387	18,141	18,413	18,763	19,120	19,731	20,363	21,177	22,024	23,016	24,051	25,134	26,390	27,710	29,095
Educational Services	21,470	21,685	22,335	23,117	23,926	24,644	25,383	26,297	27,244	28,279	29,354	30,469	31,688	32,955	34,274
Health Care and Social Assistance	49,875	49,376	50,857	52,485	54,164	55,952	57,798	59,763	61,795	63,958	66,196	68,513	70,980	73,535	76,182
Arts, Entertainment, and Recreation	18,295	18,569	18,866	19,243	19,628	20,021	20,421	20,850	21,288	21,905	22,541	23,194	23,890	24,607	25,345
Accommodation and Food Services	18,494	18,586	18,791	19,148	19,512	19,941	20,380	20,991	21,621	22,356	23,116	23,902	24,858	25,852	26,886
Other Services	25,605	25,349	25,603	26,089	26,585	27,170	27,768	28,434	29,116	29,844	30,590	31,355	32,359	33,394	34,463
Federal, civilian	81,887	83,935	85,865	88,098	90,388	93,190	96,079	99,154	102,327	105,703	109,192	112,795	116,630	120,595	124,696
Military	52,326	53,373	54,440	55,529	56,640	57,772	58,928	60,106	61,309	62,535	63,785	65,061	66,362	67,690	69,043
State Government	50,279	51,134	52,105	53,199	54,317	55,512	56,733	58,038	59,373	60,738	62,135	63,564	65,153	66,782	68,452
Local Government	52,258	52,519	53,045	54,106	55,188	56,402	57,643	59,372	61,153	62,988	64,877	66,824	69,497	72,276	75,167